

## Alfred Spain, IAMBA alumnus, shares the journey of his success

Alfred T. Spain, International Aviation MBA alumnus and currently V. P. Operations, JetBlue Airways Corporation, gave a presentation on July 5, 2000, as part of the AMBA Distinguished Speaker Series. The topic of Mr. Spain's presentation was "Airline Startups".

Mr. Spain started his career back in 1975 as a chief pilot for a Dubai-based corporate fleet that had operations in the Middle East, India, Europe and Africa. He also worked for a couple of years as Captain on medium turboprop equipment. Between 1980 and 1984 Mr. Spain was line captain on turbojet

equipment for a Fortune 500 Corporate Flight Operation.

Mr. Spain has extensive experience in senior management of flight operations for several domestic and international airlines. He was Vice President of Flight Operations at Continental Micronesia and Flight Manager for People Express Airlines later to merge with Continental Airlines.

Most recently, Mr. Spain joined efforts with senior management from several other major US airlines to launch what promises to be a highly successful ven-

ture - JetBlue Airways. The new airline began service in February 2000 and is expected to operate 10 aircraft by the end of this year, with revenue ahead of initial forecasts. Mr. Spain shared

his JetBlue experience with the current AMBA class in July this year. He graduated from the International Aviation MBA Program at Concordia University in 1997.



Mr. Alfred Spain in front of the IAMBA class on July 5, 2000.

# Faculty Appointment

The International Aviation MBA (IAMBA) Program is pleased to announce the appointment of Peter P. Belobaba as Visiting Professor of Aviation Management. Dr. Belobaba holds a Master of Science in Transportation and a Ph.D. in Flight Technology from the Massachusetts Institute of Technology (MIT). Professor Belobaba has been a visiting lecturer of the IAMBA since 1993.

Dr. Belobaba is involved in

research and consulting related to airline revenue management systems. His doctoral dissertation entitled, Air Travel Demand and Airline Seat Inventory Management, is widely recognized as the first Ph.D. thesis published on the topic of airline yield management. He presently manages an MIT research consortium funded by six airlines to explore the areas of

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## Alumni Profile Ian Gurekian, IAMBA class '99

In his current position at SH&E, Ian participates in the firm's privatization unit. Since beginning with the company in November of 1999, his time has been dedicated to the ongoing efforts of several governments worldwide to see their national carriers privatized. The work is habitually done as part of an international consortium comprised of financial institutions, legal firms and industry advisors (SH&E). On his part, Ian sees himself participating in the operational

and financial assessment and restructuring of these carriers.

This will typically include spending several weeks with each foreign carrier to meet with upper level management so as to assess historical operations and future strategies. Privatization efforts to date include Air Afrique, TAROM, TACV, Biman Bangladesh and MEA Middle Eastern Airlines.

SH&E is an Aviation Consulting firm based in

New York with satellite offices located in Boston, Washington, London and Amsterdam. The firm consults on all matters related to

the industry including asset management, safety and security, airports, information technology, revenue management and legal matters.



## Congratulations, IAMBA class of 1998-1999!



Front Row Left to Right: Prof. Juan Segovia, Prof. Mick Carney, Prof. Dale Doreen, Mr. Guy Chiasson, Mr. Pierre Jeannot, Prof. Jack Lightstone, Mr. Jack Vermilye, Dean Mohsen Anvari, Prof. Jerry Tomberlin.

Back Row Left to Right: Prof. Dennis Kira, Mr. Pierre Coutu, Rajat Sharma, Anna Chen, Kari Adrover, Cao Haisheng, Tulsi Mirchandaney, Alfred Randriansasolo, Angela Guo, Xuejie Han, Chen Hui, Bing Gong, Neal Carmichael, Ian Gurekian, Herman Kurapov, Min Yu, Chao Li, Felicity Song, Jiaqing Wang, Angela Usas, Victor Cheng, Fei Huang, Germaine Chan.

## List of 1998-1999 AMBA Graduates and Their Affiliations

Kari Adrover	Bing Gong China Eastern Airlines	Herman Kurapov Aviatrans Cargo Airlines	Felicity Nan Xiang Song
Haisheng Cao Hui Zhong Travel Ltd. (Hong Kong)	Yang Guo	Chao Li Hainan Airlines	Chunling Wang (Christine) Beijing Aviation Ground Services Co. Ltd.
Neal Carmichael Navcanada	Ian Gurekian SH&E	Alfred Randrianasolo Air Madagascar	Jiaqing Wang Shenzhen Airlines
Anna Yingchun Chen China Yunnan Airlines, Singapore	Xuejie Han	Tulsi Nowlakha Mirchandaney Blue Dart Express Ltd.	Min Yu (Grace) China Eastern Airlines
Victor Wei Ran Cheng International Communications for Management Group	Fei Huang CAAC	Rajat Sharma Blue Dart Express Ltd.	You Zhou MXI Technologies Ltd.
	Chen Hui Air China	Feng Shi CAAC	





# Aviation Training and Development Institute

The establishment in 1999 of the IATA Aviation Training and Development Institute (ATDI) created the opportunity to analyse the effectiveness of IATA's response to the training and professional development needs of the aviation industry, and to review our Member airlines' requirements in the light of the need to facilitate the acquisition, development, retention and fast-tracking of the aviation industry leaders of tomorrow. The IATA/Concordia International Aviation MBA is a major element of that response and we at ATDI are proud to congratulate the Class of 2000 on the successful completion of the demanding programme!

ATDI's vision is to be the Aviation Industry's leading supplier of training and development and we believe that our greatly enhanced 2001 Curriculum, building on ATDI's existing strengths, further consolidates our position in the field. In 2001, we will be offering 62 Airline courses, 5 Airport courses, 6 Civil Aviation courses, 16 Air Cargo courses and 8 Travel & Tourism courses. Some of these are available in French and/or Spanish as well as English.

The 2001 Course Calendar reflects the changing industry climate and new communications technologies that demand modification and enhancement of both course content and delivery methods. New courses this year include: Managing Change; Managing Airline Alliances and Partnerships; Maximising the Benefits of Your Frequent Flyer Programme; Revenue Management for Practitioners; Management of Air Navigation Systems; Air Operator Certification Process; Advanced Terminal Design for the Commercial Airport; Airport Management and Ground Handling Operations; Strategic Issues in Air Cargo Management; the 2001 IATA/FIATA International Cargo Agents Introductory course that prepares agents for the adoption of Electronic Air Waybill; Cargo English; Special Cargo and the IATA/UFTAA International Travel and Tourism Training Programme.

Last year, ATDI provided

training and professional development in the five segments of the aviation industry to over 27,000 participants from over 600 companies in over 185 countries. ATDI maintains a world-wide presence through its training centres in Montreal, Beijing, Geneva, and Singapore, and affiliated centres in Amman and Johannesburg. Furthermore, more than 260 Authorised

Training Centres world-wide support ATDI's distance learning activities.

Currently, Distance Learning courses are predominantly correspondence courses and most

efforts are geared towards supporting courses in Cargo and Travel & Tourism. However, some courses are available for airline studies and the transition to more extensive use of electronic media will significantly expand the distance education and training opportunities available in all sectors.

As the academic year ends for the AMBA Class of 2000 and begins for that of 2001, it is timely to remind you all

that your aviation education does not end with an MBA! Throughout your career, you will need and want to keep pace with the ever-changing industry by upgrading the knowledge and skills that you have acquired through the IATA/Concordia AMBA programme. Your company and colleagues in the workplace will also benefit from additional training and development opportunities available from IATA and the Aviation Training and Development Institute.

ATDI encourages you to return in the future to our classrooms (either real or virtual) or to explore possibilities of In-Company training for your organisation.

All good wishes for a successful aviation career!

Guy Chiasson  
Senior Director  
IATA Aviation Training  
and Development Institute

For further information about the IATA Aviation Training and Development Institute, please see our Web site at: [www.iata.org/atdi](http://www.iata.org/atdi) or contact ATDI at:  
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**ATDI's vision  
is to be the  
Aviation  
Industry's leading  
supplier of  
training and  
development**

# The International Aviation MBA Program Receives NBAA Approval

The US-based National Business Aviation Association (NBAA) has granted approval to two of the Global Aviation MBA (GAMBA) courses - AMBA 636 (Information Technology) and AMBA 612 (Organizational Behavior)- for inclusion in NBAA's Professional Development Program (PDP).

The PDP is a career management program developed by the NBAA to provide business aviation flight depart-

ment managers with educational resources to enhance their professional and managerial skills. Currently, a number of US-based universities offer PDP-approved courses, among them Embry Riddle Aeronautical University, Purdue University, the University of North Dakota, and the University of Oklahoma.

The GAMBA program option was met with enthusiastic approval by the NBAA Committee which saw it as

an excellent fit for their PDP curriculum offered exclusively in distance formats utilizing educational technology (via seminars, short courses, home study and video, as well as the Internet). Following the evaluation process, Dr. Dale Doreen, Director of the IAMBA Program, and Dr. Dennis Kira, Professor in the Decision Sciences and MIS Department at Concordia, accepted an invitation to make a presentation at NBAA's Annual Meeting and

Convention in New Orleans on October 10-12, 2000. During the two-hour presentation, the Concordia team introduced the NBAA delegates to details of the unique GAMBA initiative.

A process has been initiated to eventually submit the whole GAMBA program for approval. The PDP membership is seen as a tool to further promote the GAMBA program among aviation professionals in North America.

## Faculty Appointment (contd. from p.2)

airline pricing, demand forecasting, seat inventory management, network revenue optimization, and simulation of the competitive impacts of revenue management. Over the past decade, Dr. Belobaba has worked as a consultant on the evaluation, development, simulation, implementation

and testing of airline revenue management systems at over thirty airlines worldwide. He has published articles dealing with revenue management and airline competition in Operations Research, Transportation Science, Decision Sciences, and the Journal of Air Transport Management.

Prof. Belobaba teaches Airline Operations and Air Transportation Economics in the Aviation MBA Program, and is involved with development of the AMBA curriculum. He is pursuing new research related to the evolution of the airline industry in Canada as part of his appointment at Concordia.

### Stay Connected ✈

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Fax (514) 848-2931 or e-mail [amba@vax2.concordia.ca](mailto:amba@vax2.concordia.ca) your career developments or personal news and we will pass it on.

# The Council on Aviation Accreditation (CAA) to Host Annual Meeting at Concordia University

The Council on Aviation Accreditation (CAA) will host their 2001 Annual Meeting on July 16-20, 2001 at Concordia University, Montreal.

The Council on Aviation Accreditation (CAA) is a nonprofit organization that meets twice a year and sets standards for all

aerospace programs taught in post-secondary schools. Designed by aerospace educators and the FAA, it judges the quality of aviation education courses. Programs that meet CAA standards are accredited for a five-year period. Members of the CAA are educators, customers, employees, regulators,

airlines, manufacturers, research firms, and advocates. Ultimately, they are the people who teach and hire aerospace industry professionals.

For further information about the meeting, you could visit CAA's website at <http://caaaccrreditation.org>, or contact:

Ms. Nancy Fields  
Tel: (334) 844-2431  
Fax: (334) 844-2432  
E-mail: [caa@auburn.edu](mailto:caa@auburn.edu)

## The IAMBA has a redesigned website!

Check out the new IAMBA website at <http://aviationmba.concordia.ca>

Please let us know what you think about it- comments, suggestions, etc. We appreciate your feedback!

### For more information

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